

Fig. 1

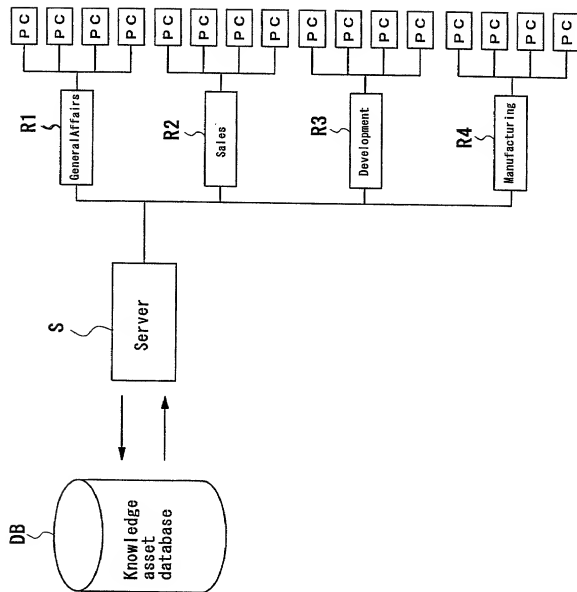
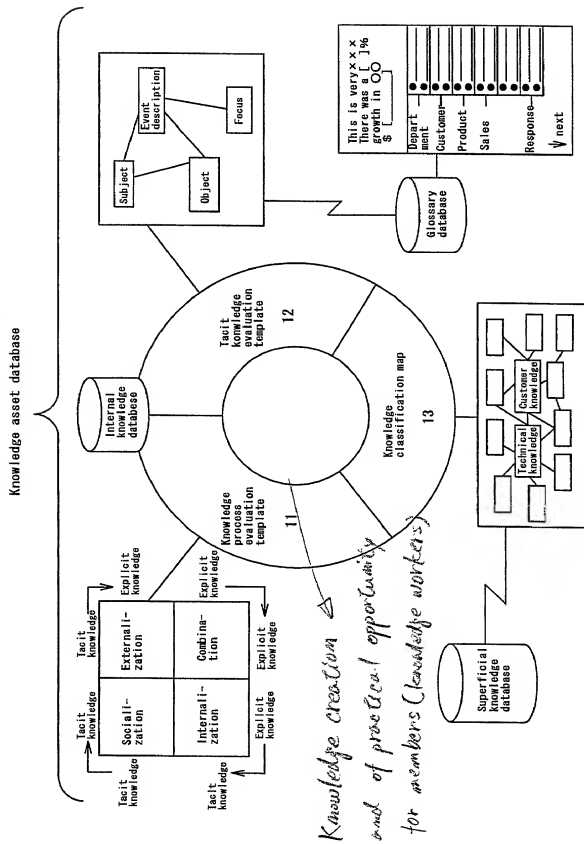




Fig.2





1. Assess your (your organization's) daily (knowledge) activities as described below by giving scores (very high=5 very low=1)	Time Allocation	Importance
2. Add up those scores for each mode of (SECD)	5-1	5-1

Socialization      FIG. 3  
 S = Socialization      C = Combination  
 E = Externalization      I = Internalization

1. Visit job sites in the company and collect useful, hands-on information.		
2. Come up with new ideas through conversations and other informal interactions with your colleagues.		
3. Visit various places in the company and discover problems that are difficult to sense from formal reports or other documents.		
4. Sense a new market opportunity to pursue or a strategic direction to follow by observing the streets and people.		
5. Search out needs or problems through direct interactions with customers.		
6. Sense new needs or perspectives by putting yourself in the customers' or user's shoes.		
7. Disseminate a vision or a value that is difficult to express in words by sharing the same experiences with your subordinates and colleagues.		
8. Get new know-how or perspectives through joint-projects or other interactions with experts outside the company.		
9. Share different perspectives with different people in a cross-functional project team.		
10. Sense new needs or perspectives through interactions with people from other industries.		
11. Teach tips or know-how to subordinates or colleagues through working with them.		
12. Sense new needs or perspectives through interactions with business partners.		

#### Externalization      FIG. 4

13. Express an intuitive idea by using a "metaphor".		
14. Come up with diverse ideas through free discussions.		
15. Share the same image or idea within a team or a group by utilizing a "metaphor".		
16. Share the same image or idea within a team or a group by utilizing a diagram or illustration.		
17. Formulate a new idea through interactions or discussions with other people.		
18. Formulate a new idea through contemplating by yourself.		
19. Keep records of processes in which problems were solved or new ideas were formulated.		
20. Systematically analyze and understand existing problems by utilizing any problem-solving or idea-conceiving method (such as KJ Method).		
21. Formulate a new idea by referring to past examples and events.		
22. Express the customer need or market trend you have sensed in words.		
23. Express the tacit idea shared throughout the company in words.		
24. Polish rough ideas through discussions with people in relevant departments.		



1. Assess your (your organization's) daily (knowledge) activities as described below by giving scores(very high=5 very low=1)	Time Allocation 5—1	Importance 5—1
2. Add up those scores for each mode of SECI		

FIG. 5

## Combination

25. Collect the information/data that is necessary to achieve a particular objective from vast amounts of information/data scattered throughout the company.		
26. Collect information/data outside the company by referring to publicly released documents, carrying out market research or benchmarking.		
27. Systematically analyze the information/data you have obtained.		
28. Formulate a new idea based on the information/data you have analyzed.		
29. Formulate a new idea in cooperation with relevant departments by combining various pieces of information and data.		
30. Retain, organize and manage information/data.		
31. Process numerical data in connection with research, tests, sales, etc., and make reports on such data.		
32. Prepare proposals, reports, marketing materials and other documents.		
33. Lay plans to give concrete forms to ideas.		
34. Assign priorities to the things to be done for putting a plan into practice.		
35. Embody an idea in the specifications of a product or other specific rules/designs.		
36. Plan and give presentations to convey new ideas to others.		

FIG. 6

## Internalization

37. Develop your ability and improve your knowledge by reading relevant literature or participating in training programs.		
38. Share the company's success stories with the members of your department, team or a group.		
39. Regularly check the gap between your business goals and the results achieved.		
40. Try to reuse knowledge/information obtained through past activities or projects.		
41. Have your subordinates or colleagues master new know-how or other practical knowledge, like something written in a manual, through repetition.		
42. Understand the success of other companies in the light of your own experiences.		
43. Have a model when you try to do something you have never done.		
44. Be prepared against an unforeseen circumstance or problem by having an alternate plan or strategy.		
45. Have a deep, common understanding of a new policy or strategy through discussions inside and outside your department.		
46. Set good examples in order to put a new policy or strategy into practice.		
47. Simulate the effects of a new policy or strategy on your business before you put it into practice.		
48. Avoid depending on document-only communication and trying to have face-to-face communication when conveying a new idea to people concerned.		



Fig. 7

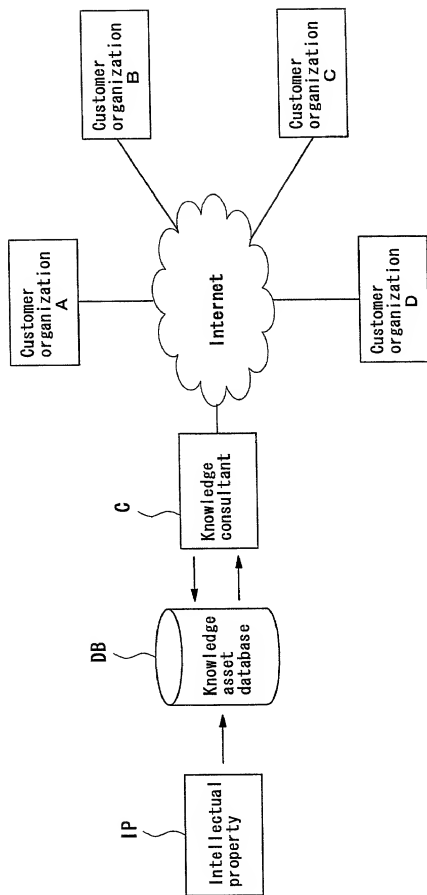




Fig. 8

